

No. T-16017/4/2017 – TFA (C. No. 3133205)  
Government of India  
Ministry of Personnel, P.G. and Pensions  
Department of Personnel and Training  
(Training Wing)  
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Block-IV, Old JNU Campus, New Delhi – 67  
Dated the 21st May, 2026.

To

The Heads of all State/ UT ATIs  
(as per standard list)

Subject: Implementation of Restructured Training For All (TFA) Scheme in XVIth Finance Commission Cycle {2026-27 to 2030-31}—Issuance of Modalities of Jan Seva Program and Training Needs Assessment (TNA) & Training Impact Assessment (TIA) regd.

Sir/ Madam,


In continuation to this Department's letter of even number dated 28.04.2026 and 07.05.2026, whereby modalities of State Category Training Program (SCTP), Faculty Development Scheme (FDS) and clarificatory pointers of setting up of Digital Learning Lab (DLL)/Studio under the Augmentation of Capacity of Training Institutes (ACTI) component of the TFA Scheme have been issued.

2. Modalities of two new components of TFA Scheme namely, Jan Seva Program and Training Needs Assessment (TNA) & Training Impact Assessment (TIA) forming as **Annexure-I & II** respectively to this communication are hereby issued for compliance of Administrative Training Institutes (ATIs). ATIs are requested to submit their proposals in accordance with these modalities.

3. Modalities for remaining components will be issued shortly.

4. This issues with the approval of the competent authority.

Yours faithfully,

  
(Preeti Kaur) 21/5/26

Under Secretary to the Govt. of India  
preeti.kaur@nic.in

Encls: As above.

Copy to:

1. NIC, DoP&T – for uploading this communication along-with its **Annexures** on the websites of DoP&T and Training Wing, DoP&T.
2. E-office Notice Board.

## **Modalities for implementation of the Jan-Seva Program under the restructured Training for All (TFA) Scheme during the XVIth Finance Commission (FC) Cycle**

In a rapidly evolving governance landscape, the imperative is to transition from process-driven administration to citizen-centric service delivery rooted in accountability, transparency and ethical conduct. The vision of Viksit Bharat @2047 reinforced by the Mission Karmayogi underscores the importance of inculcating service orientation (*Seva Bhaav*) and a citizen-first approach across all levels of governance. This is particularly essential for frontline functionaries whose engagement directly shapes public trust and service outcomes.

1.2 In alignment with these priorities and recognizing the critical role of field-level functionaries as the primary interface between government and citizens, the Department of Personnel and Training (DoP&T) introduces the *Jan Seva Program* as a component under the Training for All (TFA) Scheme during the XVIth Finance Commission (FC) Cycle.

### **2. Objectives:**

2.1 The Jan-Seva Program aims to:

- i. Promote citizen-centric/citizen-first governance across field functionaries.
- ii. Instil values of empathy, integrity, responsiveness, and ethical conduct in public service.
- iii. Ensure timely, transparent, accountable and seamless service delivery.
- iv. Develop a scalable, cascading capacity-building framework for sustainable impact.

### **3. Scope and Coverage:**

3.1 The *Jan Seva Program* will be implemented across all States/ Union Territories (UTs) through the Administrative Training Institutes (ATIs) within the first year of the XVIth Finance Commission Cycle i.e. FY 2026-27.

3.2 The *Jan Seva Program* will target field functionaries, frontline workers/officials, and departmental staff engaged in public service delivery.

3.3 The coverage will extend progressively to all public service delivery Departments to be decided by the concerned State/UT Government ATI, with initial focus on social and priority sectors such as social welfare, rural development, health, revenue and urban services.

### **4. Implementation Strategy (Cascading Framework):**

4.1 The implementation of Jan Seva program will involve a three-phased cascading approach as under:

#### **4.1.1 Phase I:**

A 5-day training of 30 Lead Trainers (LTs), one LT nominated from each ATI, to be conducted by DoP&T in collaboration with the Capacity Building Commission (CBC). Training will focus on values of *Seva Bhaav*, behavioural competencies, citizen-centric service orientation, and facilitation skills.

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21/5/26

#### **4.1.2 Phase II:**

Each Lead Trainer (LT) will conduct a 3-day training for 35 departmental officers/officials at the State/UT level. These 35 departmental officers/officials will act as Departmental Facilitators for further rollouts.

#### **4.1.3 Phase III:**

The Departmental Facilitators trained under Phase II will cascade training to all employees within their respective Departments, ensuring wide coverage and reaching out to the grassroots.

#### **5. Monitoring and Evaluation:**

5.1 The ATIs will be responsible for coordination, reporting, and quality assurance of the Program within their State/UT. Each Department will designate a Nodal Officer to ensure effective cascading of training. The DoP&T, in collaboration with the CBC, will monitor progress and ensure periodic evaluation of training outcomes.

5.2 Each ATI will set up a monitoring mechanism to oversee the effective implementation of Jan Seva Program. Each ATI will submit quarterly reports to DoP&T about the implementation of the program.

5.3 Before the closure of each training program (Phase-I & II), the participants shall be required to submit mandatory online feedback covering key aspects of the program. This is in line with NITI Aayog's emphasis on establishing an easy-to-use, technology-enabled feedback system to capture trainee inputs immediately upon program completion across States/UTs. The online feedback form, developed by DoP&T (<https://tdponline.dopt.gov.in/LoginParticipant.aspx>) and integrated into the TFA/TDP portal, shall be shared with participants by the Course Coordinator on the last day of the training program for submission. Submission of the online feedback form is mandatory, and issuance of the certificate of Participation shall be contingent upon successful submission of the feedback.

#### **6. Financial implications:**

6.1 The course fee applicable for Phase-I i.e. 5 day training for 30 Lead Trainers (LTs) across 30 ATIs would be Rs. 5,000 (Rupees Five thousand only) per day per Lead Trainer. The reimbursement shall be made by DoP&T to the ATI assigned by the Capacity Building Commission (CBC) to conduct such training program. The funds shall be released to the ATI post conduct of each batch of training for these Lead Trainers on the basis of reimbursement claim submitted by the ATI and verified by CBC, along-with Course Directors Report (CDRs).

6.2 The course fee applicable for Phase-II i.e. 3 day Training program at each State/ UT ATI for training of a maximum of 35 Departmental Personnel per ATI would be Rs. 3,000 (Rupees three thousand only) per day per participant. The reimbursement shall be made to ATIs on the basis of actual Departmental personnel covered for 3 days Training Program.

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21/5/26

ATIs shall submit reimbursement claim post conduct of batches of such training program covering 35 Departmental Personnel per ATI in one batch or two batches with 20 and 15 participants in one batch as per feasibility.

6.3 The ATI assigned to conduct Phase-I & Phase-II of Jan Seva Program shall ensure accuracy and consistency of information in the reimbursement claims and Course Director Reports (CDRs).

6.4 For processing of reimbursement claims, the ATIs shall submit the following documents to DoP&T:

6.5 Individual/Consolidated Claim(s) in the format attached (quoting actual expenditure incurred) duly signed by the designated officer of the ATI with official seal, and submission of original ink signed copy to DoP&T.

6.6 The duly signed CDR by the designated officer with official seal accompanied by the following:

- i. Duly filled Cover page of CDR as per template;
- ii. Course schedule/ Session Plan;
- iii. List of course materials circulated for the course;
- iv. Summary of participant feedback in the prescribed format;
- v. Abstract/summary of the course (150–200 words) from the Course Director/Course Coordinator;
- vi. Final list of participants; and
- vii. A Group photograph covering all participants.

6.7 ATIs may submit reimbursement claims on a weekly, fortnightly, monthly, or quarterly basis. The Training Wing of DoP&T shall endeavour to settle the claims within 15 days of receipt, subject to completeness of the claim in all respects.

6.8 No financial assistance shall be provided for the implementation of Phase-III of the Jan-Seva Program.

This issues with the approval of the competent authority.

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*Beeti Kaur*  
21/5/26

### **Modalities for Implementation of Training Needs Assessment (TNA) and Training Impact Assessment (TIA) under the Training for All (TFA) Scheme during the XVIth Cycle- regarding.**

In order to enhance the relevance and effectiveness of capacity-building interventions, the Department of Personnel and Training (DoP&T) introduces *Training Needs Assessment (TNA) and Training Impact Assessment (TIA)* as a new component under the restructured Training for All (TFA) Scheme for the XVIth Finance Commission (FC) Cycle (2026–2031), effective from April, 2026.

#### **1.2. Training Needs Assessment (TNA):**

- i. Training Needs Assessment (TNA) is a structured and evidence-based exercise to identify skill gaps and competency requirements across government departments of States/UTs.
- ii. TNA has to be essentially undertaken at the departmental level, rather than for individual training programs, to align capacity-building requirements with departmental mandates.
- iii. The TNA process shall establish a clear linkage between training inputs and expected outcomes, enabling a transition from generic training calendars to a needs-driven and outcome-linked training framework.

#### **1.3. Training Impact Assessment (TIA):**

- i. Training Impact Assessment (TIA) refers to the systematic evaluation of training outcomes across three levels:
  - A. Immediate (reaction and learning);
  - B. Intermediate (application at workplace within 3–6 months); and
  - C. Long-term (organizational outcomes and service delivery improvements).

1.4 The TNA–TIA component aims to institutionalize a systematic, evidence-based approach to training design, delivery, and evaluation across States/UTs by enabling Administrative Training Institutes (ATIs) to undertake structured assessments at the departmental level.

1.5 Through this component, the endeavour would be to ensure that training interventions are need-based, data-driven and outcome oriented. This is expected to strengthen the overall capacity-building ecosystem and improve the effectiveness of public service delivery.

## **2. Objectives:**

The objectives of the TNA/TIA component are to:

- i. Institutionalise competency-led training planning through systematic TNA;
- ii. Embed TIA as a mechanism for continuous quality improvement; and
- iii. Align training interventions with governance priorities and citizen-centric service delivery.

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2/11/26

### **3. Framework for conduct of TNA and TIA:**

- 3.1 Each ATI shall have the flexibility to utilize its own templates, tools, and analytical methodologies for conducting TNA and TIA exercises. However, the final report shall have to be submitted in the prescribed format of DoP&T.
- 3.2 Each ATI shall ensure that experts/consultants/agencies engaged for conducting TNA and TIA possess demonstrated competency in training needs/impact assessment, capacity building, and analytical methodologies.
- 3.3 Each ATI may engage TNA/ EoT consultants of DoP&T, domain experts, academic institutions, or specialised third-party agencies, as required, to support the design, conduct, and analysis of TNA and TIA, particularly in sectors requiring specialised knowledge or for ensuring methodological rigour in impact assessment.
- 3.4 Experts/ Agencies engaged should have prior experience in conducting similar assessments in government or public sector contexts.
- 3.5 The ATI shall adopt a data-driven and evidence-based approach, drawing upon administrative data, stakeholder consultations, training records, available data and other relevant sources for both TNA and TIA exercises/cycles.
- 3.6 The ATIs are encouraged to leverage digital tools and platforms for data collection, analysis, monitoring, and reporting, with a view to improving efficiency, scalability, and quality of outputs.

### **4. Implementation modalities of TNA/TIA**

#### **4.1 Selection of ATIs and Proposal Submission:**

4.1.1 Each year, up to five (5) ATIs shall be selected under the TNA/TIA component on a first-come-first-served/competitive basis, subject to fulfilment of prescribed criteria and quality of proposal.

4.1.2 Over the XVIth FC Cycle, a maximum of 25 ATIs shall be covered under this component.

4.1.3 Selection shall be competitive in nature, and submission of a proposal ipso-facto shall not entitle it to approval.

4.1.4 Eligible ATIs shall submit online proposal to DoP&T through TFA/TDP portal. The template for online proposal submission is enclosed at **Annexure 'A' for reference**. The ATIs should preferably by 30<sup>th</sup> June in a FY. However, there would be flexibility in the submission of proposal in the first FY of the FC cycle (i.e. 2026-27) and the proposal may be submitted by 31<sup>st</sup> August, 2026.

#### **4.2 Approval Process:**

4.2.1 DoP&T shall evaluate proposals based on (a) relevance and prioritization of Departments, (b) feasibility and clarity of approach and (c) institutional capacity of the ATI.

4.2.2 Preference would be given to the proposals involving TNA/ TIA of priority/ major service delivery Departments.

4.2.3 Proposals shall be approved within one month from the date of their receipt subject to the completeness in all respects.

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21/5/20

### **4.3 Coverage:**

4.3.1 Each selected ATI shall undertake up to five (5) departmental TNA–TIA cycles annually.

4.3.2 A TNA–TIA cycle shall comprise completion of both exercises: Training Needs Assessment (TNA) and Training Impact Assessment (TIA) for the same Department.

4.3.3 TNA and TIA may be conducted sequentially or concurrently, depending on the departmental context and data availability.

4.3.4 Where prior training interventions exist, the ATIs may undertake TIA directly, followed by TNA for identifying future needs.

### **5. Reporting:**

5.1 ATIs approved for undertaking TNA–TIA cycles/exercises shall submit TNA and TIA reports strictly in accordance with the templates, as enclosed at **Appendix 'P'**.

### **6. Funding Pattern:**

6.1 DoP&T shall provide financial assistance of up-to ₹25 lakh per ATI under the TNA/TIA component. Five (5) ATIs in each FY will be covered under the TNA/TIA component.

6.2 The assistance shall support the conduct of up-to five departmental TNA–TIA cycles, with a maximum financial ceiling of Rupees Five (₹5) lakh per Department for the completion of both TNA and TIA (combined).

6.3 ATIs may apportion the ₹5 lakh per Department flexibly between TNA and TIA, depending on the scope, methodology, complexity, sequencing and engagement of third-party agencies, subject to the overall ceiling prescribed.

### **7. Admissible Activities:** Funds shall be utilised for the following activities:

- a) Engagement of TNA/TIA Experts/consultants;
- b) Hiring of Third-party agencies/academic institutions;
- c) Conducting fieldwork and surveys;
- d) Data analysis;
- e) Use /purchase of Digital tools not covered under DLL-ACTI; and
- f) Preparation of Templates/Reports.

### **8. Claim Submission:**

8.1 ATIs may submit reimbursement claims for both TNA/TIA cycles together or upon completion of either TNA or TIA exercises for a Department, as applicable.

8.2 ATIs may submit reimbursement claims on a quarterly/half-yearly basis or as and when the TNA/TIA is conducted.

8.3 Each claim shall be accompanied by:

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21/5/26

a) Relevant TNA or TIA report (as per prescribed template enclosed at **Appendix 'I'**);

b) Statement of actual expenditure incurred;

c) Supporting documents, as applicable (e.g., engagement orders, invoices, payment records, etc.);

8.4 The Training Wing of DoP&T shall endeavour to settle the claims within one month of receipt, subject to completeness in all respects.

8.5 DoP&T reserves the right to scrutinize, seek clarifications, or reject claims in case of non-compliance with prescribed modalities, incomplete documentation, or deviation from the approved proposal.

#### **9. Continuous Improvement:**

9.1 The TNA and TIA outputs shall be evidence-based, outcome-oriented, and actionable, providing clear inputs for training design, prioritisation, and continuous improvement of capacity-building interventions.

9.2 Findings from TNA/TIA shall be systematically fed into subsequent TNA exercises, annual training calendars, department specific training plans and digital learning platforms (iGOT) to establish a continuous and iterative cycle of training needs identification, training delivery, and impact assessment.

This issues with the approval of the competent authority.

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21/5/20

**Online Proposal Submission Template for Training Needs Assessment (TNA)/Training Impact Assessment (TIA) under Training For All Scheme (TFA) during XVIth Finance Commission (FC) Cycle**

**Section 1: Basic Information**

- i. Name of ATI (*Text field*)
- ii. State/UT (*Text field*)
- iii. Name of the Head of ATI (*Text field*)
- iv. Nodal Officer Name with contact detail(Designation/Email) (*Text field*)
- v. Mobile Number (*Numeric field*)

**Section 2: Executive Summary**

**2.1 Objective of conducting TNA–TIA (Max 100 words)**

**2.2 Key Departments to be Covered along with rationale for selecting the departments (List up to 5)**

- Dept 1 along with the rationale for selection
- Dept 2 along with the rationale for selection
- Dept 3 along with the rationale for selection
- Dept 4 along with the rationale for selection
- Dept 5 along with the rationale for selection

**2.3 Expected Outcomes/Outputs if TNA and TIA exercised (3–4 bullet points, max 20 words each)**

**2.4 Methodology for conducting the TNA/TIA (Indicative Approach):-**

**Section 3: Timeline & Milestones.**

**3.1 Expected Start Date of TNA/TIA :**

**3.2 Expected Completion Date:**

**3.3 Department-wise completion timeline**

Sl. No.	Name of Department	TNA Start Date	TNA Completion Date	TIA Start Date	TIA Completion Date
1					
2					
3					
4					
5					

#### Section 4: Financial requirements:

##### 4.1 Estimated Financial Requirement:

Sl. No.	Department	Estimated Cost (₹ Lakh)	Remarks if any
1			
2			
3			
4			
5			
Total		≤ 25	

#### Section 5: Institutional Capacity of ATI:

##### 5.1 Prior Experience of the ATI in conducting TNA/TIA

- Brief description (*Max 100 words*)

##### 5.2 Faculty Strength

- Number of faculty available in the ATI
- Number of faculty available with experience in conducting TNA/TIA (numeric field)
- Name/designation of faculty with experience in conducting TNA/TIA (text field)

##### 5.3 Does the ATI need to engage External Agency for conducting the TNA/TIA exercises?

- Yes / No
- If Yes → Justification (*Max 50 words*)

#### Section 6: Document Uploads

- Upload supporting document, e.g. prior TNA /TIA reports conducted by the ATIs: (PDF file)

#### Section 7: Declaration

- Checkbox:  
"ATI undertakes to conduct TNA/TIA of the identified departments as per TNA/TIA modalities under the TFA scheme and submit the relevant reports on time."
- Name (*Text field*)
- Designation (*Text field*)
- Date of proposal submission: (Auto Date Picker)
- SUBMIT PROPOSAL

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**Part -I:****Training Needs Assessment (TNA) Summary Report Template***(For submission by ATIs under TFA Scheme)***Section 1: Executive Summary (Max 1 page)**

Provide a concise summary covering:

- Departments / sectors covered
- Total employees/stakeholders consulted :
- Key performance gaps identified (Top 5) :
- Priority training areas of the Department(Top 5) :
- Key non-training/systemic issues :
- Estimated scale of intervention (no. of employees, training load) :
- Strategic relevance to departmental/state priorities :

**Section 2: Basic Information**

Sl. No.	Component	Details
i	Name of ATI	
ii	State/UT	
iii	Financial Year	
iv	Department(s) / Organisation(s) Covered	
v	Target Groups / Cadres Covered	
vi	Period of TNA Exercise	
vii	Date of Submission	

**Section 3: Objectives of TNA**

Clearly state:

- Purpose of the TNA
- Department's expectations (if formally indicated)
- Intended use of findings (training plan, reforms, etc.)

**Section 4: Scope & Coverage**

Parameter	Details
Levels Covered (HQ/Field/Attached Offices)	
Categories Covered (Group A/B/C/Others)	
Total Workforce Size	
Total Respondents	
% Coverage of Workforce	
Geographic Coverage (Districts/Regions)	

## Section 5: Methodology

Tick and specify tools used:

- Survey / Questionnaire
- Focus Group Discussions (FGDs)
- Key Informant Interviews (KIIs)
- Workshops / Consultations
- Performance Data / MIS Review
- Training Records Review
- Digital Platforms
- Others (Specify): \_\_\_\_\_

### Brief Note (Max 100 words):

Describe approach adopted for triangulation and validation of findings.

## Section 6: Departmental Context (Focused)

### 6.1 Functional Overview (Max 200 words)

- Key mandates and services
- Recent reforms/priority areas impacting performance
- Capacity challenges observed

### 6.2 Workforce Profile

Category	Total	Male	Female
Senior Management			
Middle Management			
Frontline Staff			
Support Staff			
<b>Total</b>			

#### Additional Indicators:

- Total Sanctioned:
- Actual:
- Vacancy Rate (%):
- Contractual vs Permanent Ratio:

### 6.3 Training Status (Last 12 Months)

Indicator	Value
Trainings Conducted	
Total Participants	
Avg. Training Hours per Employee	

Budget Allocated (₹)	
Budget Utilization (%)	
Avg. Feedback Score (if available)	

## Section 7: Performance Gap Analysis

### 7.1 Key Functional Areas & Performance Gaps

Function / Service Area	Expected Performance	Actual Performance	Gap Identified	Level (HQ/Field)	Responsible Unit
e.g., License Issue	Issued in 48 hours	Takes 10 days	Lack of Software Proficiency		

### 7.2 Root Cause Analysis

Performance Gap	Behavioural	System/Process (Environmental)	Motivational	Dominant Cause

## Section 8: Training Need Identification

Performance Gap	Training Required (Y/N)	Justification (Why/how training will address the gap)	Target Group

## Section 9: Priority Training Plan

Priority Level	Training Area	Target Group	No. of Employees	Expected Outcome	Duration	Mode (Online/Offline/Blended)
Immediate (0-3 months)						
Short Term (3-6 months)						
Medium Term (6-12 months)						

### Section 10: Non-Training Interventions

Issue / Gap	Intervention Required	Why Training Alone is Not Sufficient	Responsible Authority	Expected Outcome

### Section 11: Implementation Plan (12 Months)

Intervention	Type (Training / Non-training)	Target Group	Timeline	Responsibility	Output Indicator

### Section 12: Integration with Training Ecosystem

Provide a brief note (100–150 words) on how findings will be integrated into:

- ATI Annual Training Calendar
- Department-specific training plans
- Digital platforms (e.g., iGOT or equivalent)

### Section 13: Key Observations

- What worked well
- Systemic gaps identified
- Key risks to implementation

### Section 14: Certification

Role	Name	Designation	Signature	Date
Conducted By				
Approved By				

### Section 15: Certification

#### ATI Certification:

This TNA has been conducted using a multi-method approach and reflects validated performance gaps.

#### Departmental Concurrence:

The Department agrees with the findings and commits to facilitating implementation and staff participation.

**Signatures:**

Role	Name	Designation	Signature	Date
TNA nodal person				
Head of ATI				
Head of Department				

**Annexures (Mandatory)**

1. Tools used (Questionnaires, FGD guides, etc.)
2. Detailed data tables
3. List of stakeholder consultations

**Part -II****Training Impact Assessment (TIA) Summary Report Template**

*(For submission by ATIs under TFA Scheme)*

**Section A. Basic Information**

Sl. No.	Particulars	Details
i	Name of ATI	
ii	State/UT	
iii	Name of Training Program	
iv	Department(s) Covered	
v	Duration & Dates of Training	
vi	Date of TIA	
vii	Mode of Training (Offline/Online/Blended)	
viii	TIA Conducted by (ATI / Third-party / Joint)	
ix	Number of Participants (Nominated / Attended / Covered in TIA)	

**Section B. Training Objectives**

Briefly list the intended learning and performance objectives:

**Section C. Assessment Levels Covered**

- Immediate (Reaction & Learning)
- Intermediate (Application at Workplace – 3–6 months)
- Long-term (Organisational / Service Delivery Outcomes)

**Section D. Tools Used For TIA**

- Post-training feedback
- Knowledge assessment (pre/post, where applicable)
- Supervisor feedback
- Performance indicators / MIS data
- Third-party assessment (if applicable)
- Any other tool (specify) (new)

**Section E. Key Findings**

Assessment Level	Key Outcome Observed	Evidence / Indicator
Immediate		
Intermediate		
Long-term		

**Section F. Overall Assessment**

- Training objectives fully met
- Partially met
- Not met

Brief justification (including key evidence and stakeholder feedback).

**Section G. Key Lessons and Improvement Areas**

- i. What worked well (content, pedagogy, duration, sequencing, participant mix, etc.).
- ii. Areas requiring improvement in content, delivery, targeting, or enabling environment.

**Section H. Recommendations and Follow-up Actions**

- i. Specific recommendations for:
- ii. The concerned Department / Organisation.
- iii. course design, scheduling, participant selection).

iv. DoP&T/ State Government (if any).

**SectionI: Certification**

<b>Role</b>	<b>Name</b>	<b>Designation</b>	<b>Signature</b>	<b>Date</b>
Conducted By				
Approved By				

**Annexures:**

i. Tools used

ii. Detailed data

iii. Stakeholder consultations Report submitted by

- Name and designation of TNA Nodal Officer / Team Lead:Organisation (ATI):
- Date:Signature and seal: